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our mission

We provide employment and support services for our customers to improve their economic opportunities.

our vision

We are preparing our customers to prosper now and as the workforce of the future.

our code of ethics

We are accountable. This means we are:

- Fair, considerate, and respectful in our interaction with our customers
- Committed to professional competence
- Honest and trustworthy in our relationships
- Law abiding in our activities
- Economical with our resources
- Committed to providing responsive and high-quality services

our strategic goals

With efficiency, effectiveness and humanity, the Department of Workforce Services will:

- Promote economic stability and self-sufficiency for all our customers
- Contribute to the development of a workforce that is prepared for the jobs of today and the future
- Provide a dynamic employment exchange system
- Support quality of work-life for all DWS employees

executive director and chair letter

We are pleased to present the 2003 WIA Annual Report of the Department of Workforce Services. This year, Utah has shown increased recovery from the economic weakness being experienced nationwide. Now, more than ever, we are striving to continue the workforce development that is critical to the economic and social revitalization of Utah and the rest of the nation.

Illustrated in this report are many accomplishments of the department's workforce development efforts, complemented by data that portray Utah's workforce, economy and outlook for the future. A few of the especially significant events and honors are highlighted here.

In August, the department received the confirmation that our front line staff had accomplished one of the most significant turn-arounds in Food Stamp accuracy ever seen, when we were notified that we had moved from 53rd among the states and territories in FFY 2000 to 13th best in the nation in 2004, and the staff is still working to be among the elite seven best states in 2005.

Likewise, we have received awards and honors in our Adjudication and Unemployment Divisions for superior accuracy and timeliness. The U.S. Department of Labor, Civil Rights Center, recognized the department nationally with the "Harris Equal Opportunity Award."

Extraordinary achievements in technology this year have been demonstrated with the introduction of careers.utah.gov, our newest Web site, and *SkillWindow*, our job order data mining technology which can assist any citizen in job and career planning through web based tools that were not previously available. Indeed, the staff at every level of the agency has demonstrated diligence and excellence.

Utah's Department of Workforce Service continues to be a national leader in workforce development. We are more than just employment services or just supportive services. We help maintain a vibrant economy in Utah. Our partnerships define us. The Department of Workforce Services wholeheartedly supports the U. S. Department of Labor concept of E³ – power in the partnership of *Employment, Education and Economic Development*. We look to the future, with confidence in the strength of our partnerships and the knowledge that as an agency we can deliver services recognized as among the best in the country. We believe the residents of Utah deserve no less.

Sincerely,



Raylene Ireland
Executive Director
Department of Workforce Services



Kevin Crandall
Chairman
State Council on Workforce Services

strategic *solutions*

Our mission, vision, code of ethics and strategic goals were rewritten to more accurately reflect our commitment to our customers.

economic *solutions*

The most up-to-date occupational and career information is online at jobs.utah.gov/wi.

utah's economy and workforce information

AFTER A THREE-YEAR EMPLOYMENT pause, the Utah economy revived during 2004. Although the economy began reviving in the latter half of 2003, the pace quickened rapidly in 2004. We expect Utah's economic growth to register around 2.5 percent.

Employment levels move in cycles, resulting in short-term lows and highs. Utah's last employment high was reached in January 2001, followed by a decline. This employment peak was regained in January 2004, thus numerically gaining back the jobs lost during the recent downturn. Since then, Utah's employment count is rising to new heights.

The new job creation is diverse – job gains are occurring across the income spectrum from low-paying to high-paying jobs, with nearly all industrial sectors expanding. The strength of employment growth in the construction industry is a pleasant surprise and tends to be a barometer of the overall health of the Utah job market.

Often it is perceived that all we create are low paying jobs, but the reality is that the Utah expansion also includes high-paying professional jobs. With an improving economy, the unemployment rate declined, falling into the upper four percent range. It may go even lower as recovery continues.

Workforce Information Division

Our Workforce Information (WI) Division has its finger on the pulse of the Utah economy. In order to administer the Unemployment Insurance program, DWS receives employment and wage data from all employers subject to the unemployment insurance law. Each quarter we receive a census of employers and their employees giving us the most complete and authoritative database available on the Utah workforce.

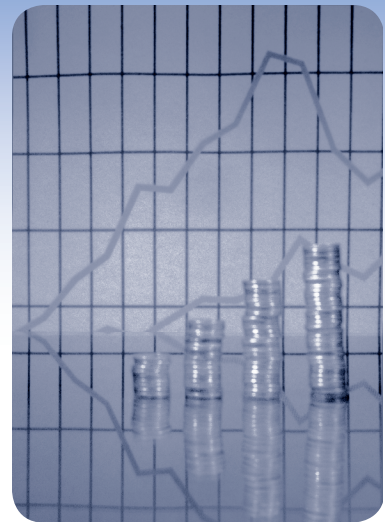
The WI Division is the source of widely watched economic data such as the unemployment rate, job growth statistics and occupational wages. Much of the economic data is collected in cooperation with the Bureau of Labor Statistics (BLS), which compiles individual states' data to create the national economic statistics.

Utah is in the unique position of not only participating in the gathering of economic data but also in supporting national data gathering and analysis through contracts to produce and support software used across the country. Utah not only developed but maintains and supports the source code to collect, analyze and report the Quarterly Census of Employment and Wages mentioned earlier. Utah maintains the national Web site for the certification of aliens. In addition, the software used by every state to project industry and occupational growth was developed by our WI Division.

industry sector solutions

This year we embarked on a workforce development effort to encourage our customers to make more informed career decisions. The Industry Sector approach to workforce development is designed to provide a well trained workforce in occupations that fuel the economy of Utah while moving the organization from that of first job, to one of "first job, next job, and career" for its case-managed customers.

DWS is focusing on moving intensive service customers who are either unattached or poorly attached to the workforce, from supportive service programs to an occupation in demand in Utah's economy. We provide our employment counselors and customers with tools to facilitate informed career decisions – decisions that will move customers from pre-



The Department successfully partnered with the Hospital Corporation of America and two Utah nursing programs to increase training capacity.

An additional 21 nursing students began classes at Salt Lake Community College this year, with ten additional students starting at Utah Valley State College.

employment knowledge and skills, to entry level positions for occupations in demand, and beyond as they pursue their career. Some of these tools are available electronically at jobs.utah.gov as well as at the newly released careers.utah.gov. The goal is to support customers through the transition toward gainful employment without returning for supportive services.



DWS labor economists advise that industry sectors driving Utah's economy over the next few years include healthcare, construction, and finance, as well as manufacturing and automotive services. These industries have clearly defined career lattices that identify entry level, mid-skill, and high-skilled occupations within each sector, giving the customer the opportunity to prepare for each level. Our business consultants, in conjunction with research analysts, actively develop positive relationships with customers in these industry sectors to develop on-the-job training opportunities, internships and apprenticeships.

Research analysts are building relationships with trade organizations, analyzing the needs of the individual sectors, and identifying problem areas that need solutions. For example, there is a need for increased training in the healthcare field. These issues are researched at the state, regional and local levels to marshal resources in order to supply skilled workers to each sector. As with all of the employment-based programs we administer, we track results using entered employment, retention, and earnings outcome measures.

technology solutions

Careers.utah.gov, along with SkillWindow, assists customers in career planning with Web-based tools.

ui solutions

Employers enjoy the convenience of paying taxes online using Electronic Fund Transfer.



unemployment insurance

UI Benefits

IN 2004, THE UNEMPLOYMENT INSURANCE (UI) claims volume experienced over the past few years began to decline. About 80,000 unemployed Utah workers filed claims for regular UI benefits, approximately 17 percent less than 2003. Likewise, UI benefit costs were down approximately 25 percent when compared to the previous year. While still above the historic average of 30 percent, the number of Utah workers exhausting their unemployment benefits decreased 4 percent from a recent peak last year of 46 percent.

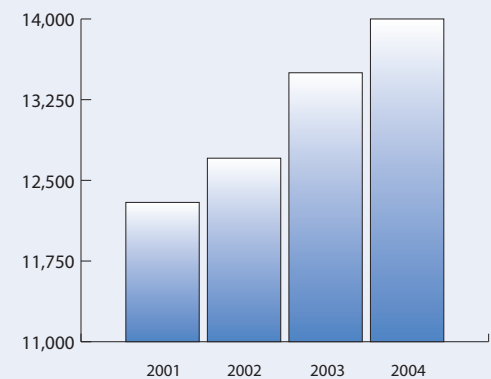
DWS paid approximately \$185 million in regular UI benefits this year. Again, while this is a sharply elevated number when compared to the late 1990's and the first part of this decade, it represents a significant drop when compared to the \$252 million and \$221 million paid in 2002 and 2003 respectively.

Even with declining volume, the UI Claims Center fielded approximately 300,000 calls in 2004, and the UI Division began development of two systems to increase customer access and system efficiency.

UI Contributions (Taxes) and New Hires

Utah is a leader in the nation in Internet services offered to its nearly 61,000 registered employers. The vast majority of UI employer services are offered online at: jobs.utah.gov/ui/employer/emservices.asp. As the chart on new employer set-ups indicates, 14,000 new employers registered with DWS, up 3.5 percent from 2003. Of those 14,000 employers, more than 50 percent registered online. Each quarter, 1,000 more employers file quarterly tax reports online. In addition, employers

New Employer Set-Ups



New Claims	2001	98,889	786,203
Weeks Claimed	2002	102,950	943,362
	2003	95,026	823,116
	2004 (forecasted)	78,481	743,237

can pay both current and past due taxes using Electronic Fund Transfer (EFT). Employers reported an average of 177,000 new hires per quarter this year and reporting of new hires online is increasing with about 70 percent being reported electronically.

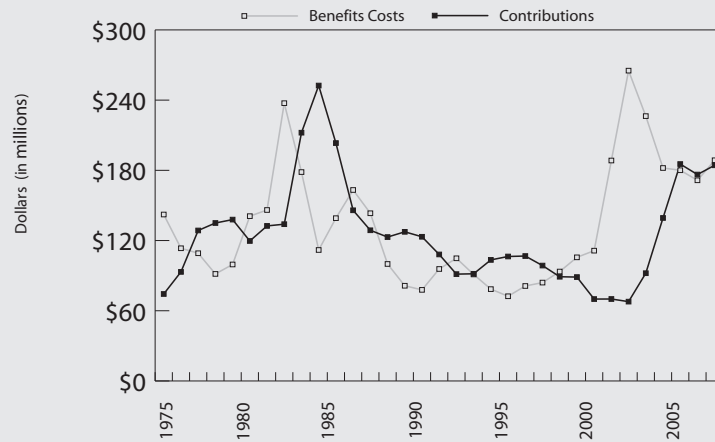
The Unemployment Trust Fund is showing signs of recovery following the stress experienced over the past few years due to record numbers of claims. Although benefit costs continued to exceed UI tax revenue (contributions), the gap is narrowed considerably as reflected in the graph above. The Trust Fund is expected to realize a positive cash flow in 2005, but it will continue below the Minimum Adequate Reserve level for several years. As a result, UI tax rates will be elevated for 2005 and beyond until it is replenished.

UI Program Integrity

This year the UI Division made significant advances in the prevention and detection of improper UI benefit payments through the use of enhanced software and database cross matches. As a result, established overpayments and recoveries reached record levels in 2004. DWS continues to work closely with authorities to criminally prosecute those who commit fraud. A new link on our Web site encourages and facilitates the reporting of suspected UI fraud and provides a list of recent criminal prosecutions.

Projected Contributions vs. Benefit Costs

(Adjusted to April 2004 Dollars)



- Utah ranked #1 in the U.S. in five of seven accuracy measures for ongoing UI claims
- Utah ranks in the top five in employer account set-up standards.

Utah also received recognition from Department of Labor Region IV:

- Top state in Overall Tax Operation Performance
- Second Overall UI Appeals Operation Performance
- Third Overall UI Benefit Operation Performance

performance *solutions*

Utah is the second fastest state in the nation in getting money to newly unemployed claimants.



business *solutions*

We offer solutions and resources for hiring, right-sizing, training and more.



business services

THE MISSION OF OUR BUSINESS SERVICES UNIT is to provide customized workforce solutions for business clients.

Predicated on the same principles used in developing our employment centers, Business Services offers an information rich environment that Utah businesses can access locally or online. We offer solutions for hiring, right-sizing, and also offer how-to workshops and training seminars, just to name a few.

Our accomplishments this year include the successful deployment of a marketing campaign to assist the business community who provide employment opportunities and family-friendly working environments. The campaign targeted high growth industries and focused on both new and established businesses. Through this campaign, we reached over 4,000 businesses resulting in a cumulative response rate of 15.2 percent.

Utah's economic formula continues to provide both challenges and opportunities for Business Services and the customers we serve.

Over the past year we served 11,366 distinct Utah employers and assisted 64,814 job seekers to enter employment. This year we hosted over 45 training seminars and workshops across the state with over 1,500 in attendance. Business Services was recognized for an innovative approach to providing individualized services to business clients.

We continue to strengthen our relationships with companies that offer on-the-job training, intern and apprenticeship opportunities to the residents of Utah.

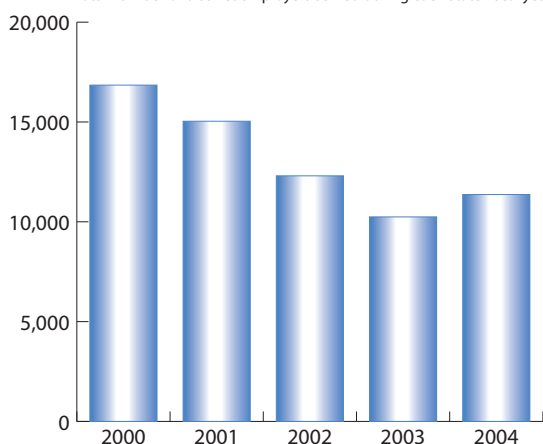
utah's one-stop enhancement grant

DWS received a U.S. Department of Labor Employment and Training Administration Work Incentive Grant (WIG) entitled the "Utah One-Stop Enhancement Project" (UOSEP) to enhance service delivery to people with disabilities in Utah's One-Stop Delivery System. The grant period spans from July 1, 2003 to June 30, 2005.

The objectives of the grant include establishing a comprehensive One-Stop (Employment) Center System that is welcoming and valuable to customers with disabilities to significantly increase skill training, and career and job development resulting in self-sustaining employment and career advancement.

Employers Served
(Unduplicated)

Total number of distinct employers served during each state fiscal year



program *solutions*

We offer a variety of programs designed to help our customers improve their economic opportunities.

family employment program

IN 1996, THE PERSONAL RESPONSIBILITY and Work Opportunity Reconciliation Act (PRWORA) changed the nation's welfare system into one that requires work in exchange for time-limited assistance. Utah utilizes the Temporary Assistance for Needy Families (TANF) block grant to fund the Family Employment Program (FEP).

The goal of FEP is to help eligible families become self sufficient through employment and the collection of child support. Two important aspects of the program are its 36-month lifetime limit and its emphasis on universal participation. This means that most parents must participate in negotiated activities that lead to employment. An employment plan may include job search assistance, adult education or job skills training, life skills development, community work, or counseling to deal with mental health or substance abuse issues. FEP also provides supportive services, such as child care or transportation, to help with employment needs once the customer becomes employed.

When PRWORA was implemented, DWS was serving 14,168 families. Total caseload declined to an all-time low of 7,990 in June 2001. As of August 2004, the caseload had increased to just over 9,500 families. According to federal law, TANF may be used for a variety of purposes including the promotion of job preparation, work and marriage; the prevention of out-of-wedlock births; and the formation and maintenance of two-parent families.

Utah was awarded \$3.5 million dollars for TANF employment-related outcomes for FY 2003. This is the fourth year Utah has been recognized for its "Success in the Workforce, Workforce Increase and Family Formation and Stability." Success in the Workforce is a measure of job entry, job retention, and earnings gain. Utah was ranked third nationally. Utah also ranked number one among all states for Family Formation and Stability for the second consecutive year!



commission on marriage

The Governor's Commission on Marriage is now part of DWS. In accordance with national TANF objectives, the commission's goals are to help individuals, who choose marriage for themselves, identify ways to prepare for or improve their marriage, maintain two-parent families, and prevent abuse, family breakdown, and economic stress for both the individual and state.

Current projects of the commission include:

- Distributing marriage preparation booklets.
- Sponsoring trained instructors to teach marriage preparation skills.
- Maintaining a Web site dedicated to promoting healthy marriages.
- Providing Marriage Enrichment Packets to Head Start and Early Head Start programs and PTA Family Centers.
- Sponsoring marriage conferences such as the annual Celebration of Marriage.



refugee resettlement program

THE OBJECTIVE OF UTAH'S Refugee Resettlement Program is to provide for the effective resettlement of refugees. The program helps refugees achieve economic self-sufficiency within the shortest possible time after entrance to the state through employment and acculturation using coordinated support services and cash/medical assistance. DWS contracts with local refugee resettlement agencies services and other providers including English language training providers and mental health services.

In 2004, Utah resettled approximately 650 refugees, mostly women and children, approximately 65 percent of pre-September 11, 2001 annual arrivals. Instead of the large numbers of refugees from a specific region, as we saw with the Southeast Asians in the late 1970's and 1980's and the Balkans in the 1990's, we have smaller groups of refugees from a variety of places around the world. The African continent is currently one of the largest generators of refugees with over half the African countries engaged in civil war or oppression. Most recently, Utah received Somali Bantu's, an extremely marginalized population of refugees.

In 2004, the refugee resettlement program placed 660 refugee adults into employment. Many were newly arriving refugees while others were refugees seeking to increase their income through higher paying jobs. The average hourly wage of full time jobs at the time of placement was \$7.43 per hour and 72 percent of placements had health benefits available to the refugees.

utah commission for women and families

The major focus of the Utah Commission for Women and Families is to coordinate and evaluate programs, services, and legislation affecting women and families. The commission strives:

- To serve as a contact and coordinating group to analyze state and local rights of women, men and families.
- To serve as a catalyst for creation of needed services and programs for women and families of Utah.
- To provide GIFT Conferences focusing on families and partnering with other organizations in the state.

Some of our major projects include facilitating the Women's Achievement Awards, promoting 211 statewide, conducting domestic violence surveys, and disseminating the *ReportHer* online newsletter, which is devoted to communicating with legislators, policy makers and other leaders. Other accomplishments include:

- Utah Women and The Law: A Resource Handbook - provides a valuable explanation of the legal processes affecting women and families.
- Utah Women Showcase - biographies of remarkable Utah women can be found on our Web site at www.governor.utah.gov/women.

food stamp program

THE FOOD STAMP PROGRAM is the cornerstone of the federal food assistance programs and provides crucial support to needy households and to those making the transition from welfare to work. The program serves as the first line of defense against hunger and enables low-income families to buy nutritious food with Electronic Benefits Transfer (EBT) cards. Food Stamp recipients spend their benefits to buy eligible food in authorized retail food stores.

The amount of Food Stamp benefits issued to eligible households continues to increase. In state fiscal year 2004, Utah issued \$118,820,756 in food stamp benefits to a monthly average of 49,595 households. The dollar amount issued is nearly 20 percent higher than the previous year. In August 2004, 51,936 households received food stamps.

Our Food Stamp Accuracy is 13th best in the nation, up from 53rd just four years ago.

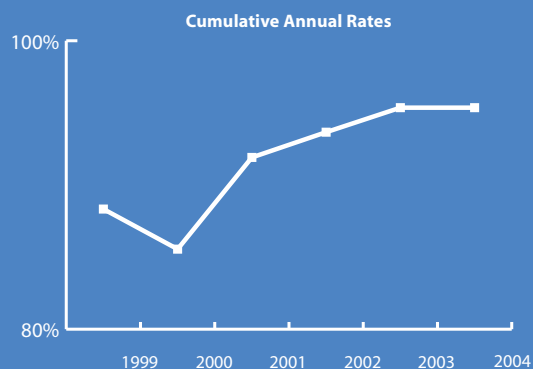
Food Stamp Outreach

Utah has been supportive of the U.S. Department of Agriculture (USDA) effort to inform all those who are eligible to participate in the Food Stamp program, allowing them the opportunity to choose whether or not to participate. Consequently this year, Salt Lake City was selected to be a site for media outreach. This campaign involved radio airplay of Food Stamp Program outreach advertisements that included Utah's toll-free number for Food Stamp Program information. The campaign aired in March and April and again in July and August.

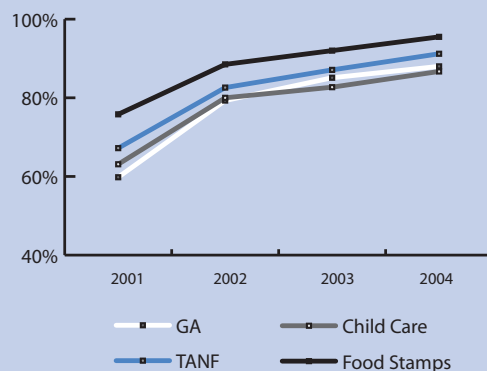
Food Stamp Accuracy

The Food Stamp accuracy rate has shown great improvement over previous years. For federal fiscal year 2003, Utah's official accuracy rate was 95 percent. This is an improvement over the previous year, which was 93 percent. As of April 2004, the state cumulative accuracy rate is 96 percent. The top seven states in the nation will receive Performance Bonus money. We continue to strive for improvement in this area and with the goal to receive Performance Bonus money in the near future.

Utah Food Stamp Payment Accuracy

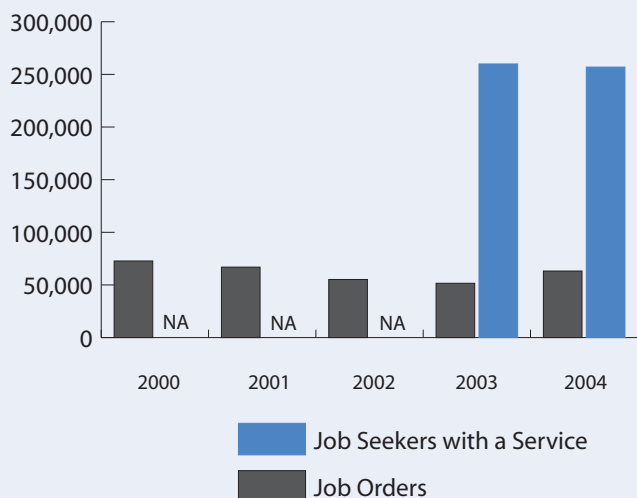


Timely Determinations of Program Eligibility

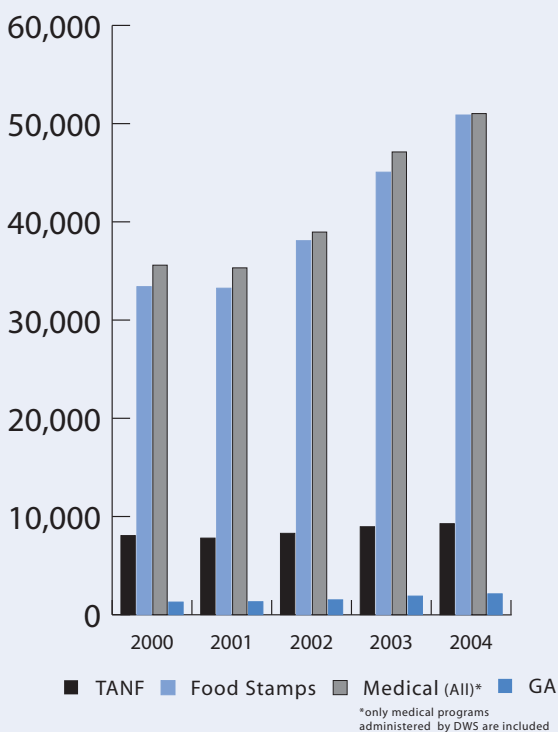


performance indicators

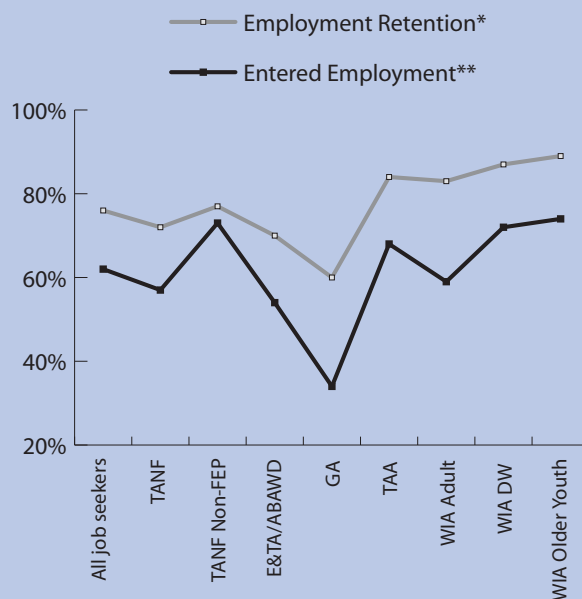
Employment Services Provided



Supportive Services Provided



Entered Employment and Employment Retention 2003



*Of those employed in the 1st quarter after exit: the number of participants employed in both the 2nd and 3rd quarters after exit divided by the number of participants who exit during the quarter.

**Of those not employed at the date of program entry: the number of participants who are employed in the 1st quarter after exit divided by the number of participants that exit during the quarter.

general assistance

GENERAL ASSISTANCE (GA) is available to single adults or married couples without dependent children who have medical or mental health limitations that keep them from working for longer than 30 days. Medical evidence must be provided that verifies the specific physical or mental health limitations that keep them from substantial gainful activity (earning \$500 per month). Because GA is provided on a time-limited basis, it is critical that customers have access to medical and/or mental health treatment to overcome the limitations keeping them from employment. Many of these customers are also applying for Social Security benefits. However, the process often takes longer than the 24 months available to customers on GA. The slow recovery of the economy and diminishing resources are likely having an impact on the increasing number of people receiving GA.

veterans' services

DWS ALSO PROVIDES EMPLOYMENT and training services to veterans to help them succeed in the 21st century workforce by maximizing their employment opportunities, protecting their employment rights and meeting labor-market demands with qualified veterans.

Veterans are the only group of customers who receive preferential treatment in DWS. We provide maximum employment and training opportunities to veterans, with priority given to disabled veterans, by giving them preference over non-veterans in the provision of employment and training services. Services provided include, but are not limited to: registration for work, job referrals, counseling, supportive service referrals, and job development.

Each employment center has a Local Veterans' Employment Representative (LVER) or Disabled Veterans' Outreach Program (DVOP) assigned to help harder to place veterans find jobs or access intensive services. Last year, 12,504 veterans received services at DWS. We referred 11,302 veterans for employment, provided job search activities to 278, provided case management services to 1,328, referred 1,145 to federal jobs, and provided career guidance to 1,658 veterans.

LVER and DVOP staff in the North Region also provide services under the Transition Assistance Program (TAP). This program targets separating, retiring military members, and their spouses that have been out of the job market from 4 to 30 years. This three-day workshop is presented at least twice a month, and teaches current job search methods, provides current labor market information, assesses individual skills and competencies, provides information regarding licensing and certification requirements for certain career fields and up-to date information regarding veteran's benefits. A "Spouse Tap" is held quarterly for the spouses of military members that were not able to attend the regular TAP workshops. Last year 769 veterans and spouses attended the workshops.



program solutions

careers.utah.gov

This year DWS partnered with the Office of Education, Higher Education and the Office of Rehabilitation to form a Workforce and Education Alliance (WEDA) to develop careers.utah.gov, a comprehensive school-to-retirement career exploration and planning solutions Web site. The site assists students in selecting courses to

prepare for work, technical training and/or college to ensure a more qualified workforce. Post-secondary students, laid-off workers and others entering the workforce will benefit from the most current Utah labor market information and resources to help them be competitive in the workforce. Careers.utah.gov connects existing online resources to help Utah citizens make informed career decisions about education, training and employment, regardless of their employment situation.

▶ training solutions

DWS is preparing the workforce of the future, now.



trade adjustment assistance

Trade Adjustment Assistance (TAA) and Alternative Trade Adjustment Assistance (ATAA) help trade-affected workers who lost their jobs as a result of increased imports or shifts in production outside of the United States. TAA program services and benefits are designed to facilitate workers getting back to work quickly.

During the program year, eight companies were certified as trade impacted companies and 461 workers were eligible for services and benefits under the Trade Act of 2002.

training

UTAH'S ONE-STOP EMPLOYMENT CENTERS serve as the cornerstone for all of DWS' resources. These centers unify training, education, and employment programs into one customer-friendly system for each region.

online services

JOBS.UTAH.GOV CONTINUES TO PROVIDE more and more customers with direct 24/7 access to our programs and services, as well as useful links to other services. Our online employment exchange system continues to grow at a phenomenal pace. Eighty percent of job referrals for our job seekers are made electronically, and business clients are entering 15 percent of their job orders directly into the system from their desktops. We also see an increase in Web usage by both business clients and claimants for our Unemployment Insurance services.

career management system

DWS is currently developing a Career Management System (CMS) to assist DWS employees in the development of their own careers. CMS helps evaluate an employee's qualifications with those required by their position. An employee can compare their qualifications with the requirements of other positions within DWS. An employee will also be able to certify in their particular position, and participate in training and development activities.

DWS offers a variety of intensive and training services to assist job seekers in obtaining or retaining employment to complement career advancement. The services may include supportive services, basic education, occupational skills training, worksite-learning opportunities and in the not too distant future, incumbent worker training.

During this last year, DWS streamlined worksite-learning opportunities for eligible customers with an anticipated outcome of increasing those opportunities. Because Utah is a true one-stop, there are several funding sources for eligible customers including WIA Adult, Youth and Dislocated Worker, TAA and NAFTA, TANF, and Displaced Homemaker. We focus on training services in targeted industries to assist in career ladder advancement to open up entry-level positions.

youth services

DURING PROGRAM YEAR 2003, 1,777 youth received services funded by WIA. The WIA youth performance outcome results are encouraging; we met or exceeded six of seven WIA youth outcomes, and are within acceptable ranges of the remaining outcomes. WIA youth services included the following:

- Assessment
- Tutoring, study skills training, and drop-out prevention
- Alternative school
- Paid and unpaid internship
- Summer employment opportunities
- Occupational skills training
- Leadership development
- Mentoring
- Comprehensive guidance and counseling, including substance abuse prevention

Youth Citizenship/Leadership Development projects were completed and activities planned by youth included:

- A literacy project of collecting and distributing children's books and book bags to children was completed by youth in the Central Region.
- Youth in the Eastern Region, Southeastern area constructed four park benches near a skate park – soon to be playground. Youth in the Uintah Basin area conducted community cleanup/beautification projects in Vernal and Roosevelt.
- In the Mountainland Region, youth purchased books for first grade classrooms in one of the highest poverty elementary schools. They donated time reading to children and "gifting" the books to them.
- Youth in the North Region, Wasatch North area planted a hillside in an Ogden Historical area and reconstructed a pathway. Youth in the Bear River area assisted Utah State Parks and Recreation with free fishing day.
- Youth in the Western Region completed an improvement project at the RockinR Ranch.

Transition to Adult Living

One of the major initiatives of Governor Olene Walker is the Transition to Adult Living (TAL) initiative. TAL is aimed at helping youth in foster care, youth aging out of foster care and court involved youth become better prepared to prosper as adults. The Department of Labor's New Strategic Vision for the Delivery of Youth Services also recognizes this population needs more attention from the employment and training community and enhanced services from WIA. In partnership with the Division of Child and Family Services (DCFS), we recently implemented these enhanced services and are proud to be on the leading edge of making this vision a reality.



job seeker *solutions*

The most up-to-date occupational and career guide information is at jobs.utah.gov/wi.



child care *solutions*

Our vision is that quality, affordable child care is available to every child in Utah who needs it.



office of child care

THE OFFICE OF CHILD CARE supports working families and child care providers to ensure quality child care is available to every child in Utah who needs it. The federal Child Care and Development Fund (CCDF) funds most of the office's activities. This funding assists low-income families, families receiving temporary public assistance, and families transitioning from public assistance to obtain child care services so they can work or attend training/education. A percentage of the CCDF must be used to improve the quality of and access to child care.

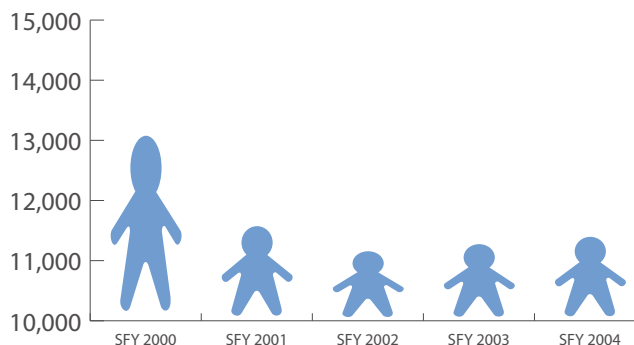
Utah's six Child Care Resource and Referral Agencies (CCR&R) provide community-based child care information, referrals and child care provider training services throughout Utah. Parents needing referrals or information about quality child care made over 10,500 calls. Child care providers received almost 61,000 hours of training. The CCR&Rs fielded over 20,250 calls from child care providers needing technical assistance.

The Payment-to-Parent Assisted Child Care Program provides funding for child care to parents who are employed or employed and attending school or training. The program serves single-parent families or two-parent families when neither parent can change schedules to provide care for their children. Parents must meet work and eligibility requirements.

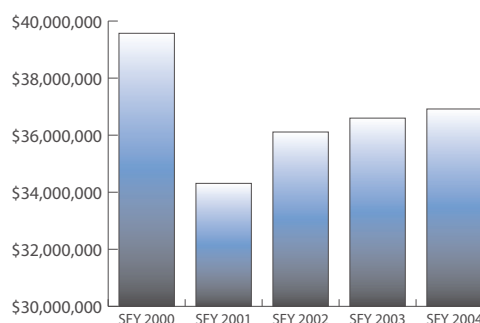
The Provider Helpline supports child care providers serving parents receiving assistance through the Payment-to-Parent Assisted Child Care Program. An estimated 3,500 calls were taken to answer general questions about the eligibility process and provide specific information to the designated provider(s) on a case.

Contracts with private and public providers are offered to operate year-round school-age programs throughout Utah.

Total Children Served
by State Fiscal Year



Child Care Expenditures



Organizations receiving these contracts match the grants 100 percent in cash or in-kind and receive training and support.

The Office of Child Care distributes grants to child care providers to increase quality of care. A competitive bid process allows voluntary participation. A variety of professional development supports are offered to child care providers from scholarships and access to national accreditation to funding for provider association sponsored conferences and workshops. In addition, the Office of Child Care manages the annual Utah Work/Life Awards, which reward businesses for offering family-friendly environments for their employees. Utah companies recently honored are shown here.

work/life awards...

The Utah Work/Life Awards honor companies that best foster employee success in healthy work, community, and home lives, creating stronger Utah businesses. Companies recently honored:

- 1800Contacts
- ARUP
- Ernst & Young
- Futura Industries
- Mountain America Credit Union
- Nicholas & Company
- Redmond Minerals
- Regence BlueCross BlueShield
- Stampin Up!
- Sunshine Terrace Foundation



utahcares.utah.gov is an online directory of health and human services available at no charge.

This confidential screening and referral tool provides a pathway for citizens to access state and community services to assist them in meeting supportive service needs. Utah Cares empowers those in need by helping them identify needs and potential service providers in an easy-to-use question and answer format.

budget *solutions*

By maximizing the use of our federal funding, we were able to continue programs and services in spite of fiscal restraints.

IN STATE FISCAL YEAR (SFY) 2004 DWS spent over \$646 million. Over \$472 million of benefits and assistance were paid to DWS' customers, and another \$173 million was spent internally to operate DWS' programs and provide services. After several years of difficult economic times in Utah, some improvement is reflected in the fact that UI benefit payments were down \$66 million from the previous year. However, this decrease was offset in part by an increase of \$24 million in Food

Stamp benefits issued. The slow recovery of our economy continues to impact public demand for assistance.

STATE SHARE OF DWS FUNDS

TANF Maintenance of Effort (MOE)	3.1%
Food Stamp Admin. Match	2.7%
Child Care MOE/Match	0.7%
General Assistance & Other State Programs	1.4%
Medicaid Match	0.5%
Other	0.2%
Total State Percentage	8.6%

Over 90 percent of DWS' funding comes from federal sources, and most of our State General Funds were used to meet matching or maintenance of effort (MOE) requirements in order to receive federal funding, as shown in the charts. TANF funding was again used to keep Child Care programs intact, and federal Reed Act funding was used to enhance Employment Services throughout DWS.

Re-authorization of TANF, Child Care, and WIA federal programs are still looming on the horizon. In the meantime DWS paid for operations via federal funding provided by Congress through continuing resolutions, enhanced by use

of the remaining funding from the six year block grants. Since re-authorization is still pending, both the current budget and the Governor's budget recommendation for SFY 2006 are based on assumptions about congressional funding decisions that have yet to be made.

FEDERAL SHARE OF DWS FUNDS

UI Benefits	38.2%
TANF	14.7%
Food Stamp Benefits	18.4%
Child Care	5.8%
UI Operations	3.9%
Food Stamp Administration	2.8%
Wagner-Peyser	1.3%
Workforce Investment Act	2.5%
Other	2.7%
Total Federal Percentage	90.3%

Dedicated Credits/Transfers
1.1%

State Funds
8.6%

Federal Funds
90.3%

FY 1996	\$59,064,300
FY 1997	\$51,923,500
FY 1998	\$47,209,590
FY 1999	\$49,888,800
FY 2000	\$52,900,100
FY 2001	\$54,213,100
FY 2002	\$53,451,998
FY 2003	\$52,136,800
FY 2004	\$55,332,000
FY 2005	\$61,376,300

DWS General Fund History
[Pre-DWS](#)
Actual
Appropriated

regional *solutions*

We provide more than just employment or support services; together we help maintain a vibrant economy.

north region | bear river and wasatch north region councils



The Bear River and Wasatch North Region Councils on Workforce Services are dedicated to providing services to the community, supporting the local economy, and helping employers in their search for qualified employees. Members want to ensure Utah has a trained and prepared workforce for the future and to meet federal mandates and policies while providing tailored services for each customer.

Bear River 2004 Milestones:

- The Bear River Youth Council monitored the Workforce Investment Act (WIA) services provided by the Bear River Association of Governments (BRAG), which served 41 youth. The members created a WIA Distribution Formula for Box Elder, Cache and Rich Counties. They voted to amend the Service Priority Point System to include veterans and foster care youth. Members served on the statewide committee to develop the new Request for Proposal (RFP) for WIA Youth Services. BRAG completed its Free Fish Day Leadership Project, partnering with Stokes Nature Center, Utah State University (Project Wet), the U.S. Forest Service, and Hardware Ranch. The council added a new member representing the Transitions to Adult Living Support Network.
- The Bear River Marketing Committee collaborated with the Training Committee members and the Society for Human Resource Managers (SHRM) and planned an Employer Law Summit held at the Bridgerland Applied Technology College. The purpose of the summit is to educate employers about employment law and additional services DWS offers.

BEAR RIVER REGIONAL COUNCIL | BOX ELDER | CACHE | RICH

Harold Hess, Director, North Region

Small Business Evan Maxfield, (Chair) | William (Bill) Cox | David Farnes | John Fronk | Jim Hooker | Chad Munns | Lana Powell | [Large Business](#) Paul Barnard | David Bryan | Susan Owen | Bruce Rigby | David Seria | Dawn Skorka | Thom Smith | [Organized Labor](#) Vacant | [Private/Public](#) Nate Roman | Peggy Madsen | Roger C. Jones | Michelle Wilson | [Elected County Officials](#) William (Bill) Cox | John Hansen | Suzanne Rees | [Public Education](#) Michael R. Liechty | [Higher Education](#) Scott Williams | [Economic Development](#) Susan Thackeray | [Veterans](#) Vernen Gunnell | [Vocational Rehabilitation](#) Colyn Flinders | [Non-Voting Members](#) Harold Hess | Dean Janes |

- The Training Committee members developed and showcased Choices - Critical Workplace Skills PowerPoint presentation for youth enrolled in middle school and high school. The presentation stresses the importance of skills needed to prepare for the workforce. Professionals from SHRM presented at the local area high schools with approximately 1,000 students participating.

Wasatch North 2004 Milestones:

- The Wasatch Youth Council monitored the Workforce Investment Act (WIA) services provided by Futures through Training (FTT), which served 222 youth and met all performance outcomes. The members created a WIA Distribution Formula for Davis, Morgan and Weber Counties. They voted to amend the Service Priority Point System to include veterans, disabled veterans and foster care youth. Members served on the statewide committee to develop the new Request for Proposal (RFP) for WIA Youth Services. FTT completed their Ogden Beautification Leadership Project, in partnership with the Weed and Seed Program and the Forest Service. The council added a new member representing the Transitions to Adult Living Support Network.
- The Facilities and Operations Task Force voted to request funds to study the feasibility of constructing an addition to the Ogden Employment Center. They also voted to sell the vacated satellite office to provide funds for DWS facility projects and to purchase land to meet parking needs. Task Force members continue to look at DWS employment centers' operational needs throughout the region.
- The Training and Marketing Task Force hosted an employer awards celebration "The Road to Employee Motivation." Awards were presented to employers for community involvement, for using our self-directed services, and for contributing to the economy. Task force members continually strengthen relationships between DWS, education, and employers by providing feedback on careers.utah.gov, and by recruiting new members for the task force.
- The Community Building and Families Task Force was created to define DWS' role in community partnerships, to identify and catalog available programs, and to determine worthwhile programs for DWS involvement.
- An Employer Committee was established to educate employers via our labor market information, and also to educate job seekers. Members developed a survey for employers to find out if their needs are being met.



WASATCH NORTH REGIONAL COUNCIL | WEBER | MORGAN | DAVIS

Harold Hess, Director, North Region

Small Business Pamela Clark (Chair) | Kathleen W. Alder | Byron Beck | Steven R. Hoellein | Gary Knapp | Cory Olson | John Petroff | Jan Zogmaister | **Large Business** Jacky Bell | Paul Evans | Joree Felker | Mike Hadley | Christopher Dale Sumpter | Christopher P. Terry | Toni Ure | Randy Welsh | Kathy Worley **County Commissioners** Camille Cain | Carol Page | Bart Smith **Vocational Rehabilitation** Tommy Smith | **Higher Education** Julie Snowball | **Public Education** Bryan Bowles | **Economic Development** Karen Thurber | **Private/Public Employees** Mary Williams | Jan Zogmaister | **Veterans** Frank Maughan | **Organized Labor** Larry Facer | **CBO** Scott Sneddon | Sharon Anderson | **Non-Voting Members** Colleen Gudreau | Harold Hess | Brent Petersen | Cecil E. Robinson | C. Brent Wallis |

eastern region | southeast and uintah basin regional councils

The Eastern Region's two regional councils continue to support the mission and vision that each has developed to focus on community partnerships aimed at developing a quality workforce. The councils oversee the programs delivered by DWS and concentrate on ensuring that the training needs for occupations in demand are being met. The councils are comprised of active committees that meet regularly to address community priorities and concerns related to the economic conditions of the region. Members demonstrate a high level of commitment by traveling long distances to fulfil their duties.

Uintah Basin 2004 Milestones:

- The council continues to play a major role in developing the Uintah Basin Business Symposium; an annual event sponsored by local chambers of commerce, businesses and regional council employer committees. Workshops targeted at small businesses are offered, along with keynote speakers such as Patrick Byrne, CEO of Overstock.com.
- In July the council organized a Health Services Committee which determined there is and will continue to be a substantial shortage of registered nurses. Committee members, which included representation from the medical community, educational institutions and community leaders, were successful in implementing short term solutions to increase the number of registered nurses, and will continue to monitor the progress of longer term solutions.
- The Planning and Operations Committee of the council reviewed veterans services offered in the Uintah Basin. Upon completion of the review, it was recommended that an orientation meeting be conducted for veterans returning from Afghanistan and Iraq. The orientation will be designed to educate veterans on the range of services that are available at local and state agencies.
- The Vernal Area and Duchesne County Employer Committees sponsored several employer workshops with topics including Customer Service - Give 'Em the Pickle, Identity Theft, Drugs in the Workplace, Economic Outlook for the Uintah Basin, Streamlined Sales Tax, and Legalities of Hiring-Firing.



UINTAH BASIN REGIONAL COUNCIL | DAGGETT | DUCHESNE | UINTAH

Judy Chambley, Director, Eastern Region

Small Business Wayne Dunbar | Sheri Madsen | Curtis Dastrup | Brian Raymond | Bill Johnson | Mark Holmes | Gregory Todd | Lana Carroll | Large Business Deena Mansfield | Irene Hansen | Dave Wakefield | Paul Nielson | Randall Bennett | Mark Raymond | Sharon Wilkins | Tammie Lucero | CBO Cris Bird | Shana Wopsock | Employee Representative Wayne Griffin | Ron Tollefson | Organized Employee Representative Randy Deets | Association of Governments Laurie Brummond | Private/Public Elected County Officials Lorna Stradinger | Dave Haslem | Stewart Leith | Public Education Jack Bell | Higher Education Guy Denton | Economic Development Richard Harrington | Veterans Jay Kerlin | Vocational Rehabilitation Dan Wheeler | Non-Voting Members Judy Chambley | Kimberly Karren | Paul Hacking |

Southeast 2004 Milestones:

- The council reviewed demographics of San Juan County and determined that outreach services to Montezuma Creek, Monument Valley and Navajo Mountain were justified.
- The council reviewed the TANF Rainy Day grant projects (18) and determined that the goals and objectives of the projects were met and appropriate monitoring accomplished. One notable project was the formation of the small business entrepreneurial incentive fund that facilitated 79 new businesses in becoming established.
- In June the council reviewed the goals of the previous years and formulated new goals including developing training opportunities for targeted industry occupations and participating in the Transition to Adult Living for foster children.

SOUTHEAST REGIONAL COUNCIL | CARBON | EMERY | GRAND | SAN JUAN

Judy Chambley, Director, Eastern Region

Small Business Britt Barton | Harvey Merrell | Joe Piccolo | Toni Bronson | Pace Hansen | Norman Johnson | [Large Business](#) Jeff Manley | Gary Olive | Tim Gwyther (Chair) | Debra Dull (Co-Chair) | M. Dawn Bentley | Duane Lyman | [CBO](#) Pamela Juliano | Nancy Bentley | [Public Employee Representative](#) LaMar Guymon | David Cunningham | [Organized Labor](#) Mike Dalpiaz | [Elected County Officials](#) Steve Burge | Ira Hatch | [Elected Official Representative](#) Judy Bane | [Higher Education](#) Don Larson | [Economic Development](#) Peggy Humphreys | [Veterans](#) Harold Lyman | [Vocational Rehabilitation](#) Karl Kraync | [Public Education](#) Kirk Sitterud | [Non-Voting Members](#) Judy Chambley | Anne Mackiewicz | Ken Davey |

central region council

In support of the DWS mission, to provide employment and support services for Utahns to improve their economic opportunities, the Central Region Council focused its efforts on improving and expanding customer training for job seekers and on strengthening partnerships with the business community and other entities.

Among the council's successful accomplishments was the introduction of a series of Executive Roundtables. Early in the year, the council identified a need for more input from local companies about their human resource needs. As a result, the council launched industry-specific Executive Roundtables to provide open communication between industry executives and DWS. The council's first target industry was manufacturing and the first roundtable was held in September. Since it was successful, additional roundtables for DWS target industries will be convened next year.

The Central Region Youth Council is an integral part of the region's workforce coordination effort. During the past year, the council reviewed its overall focus and adopted a new mission to help better connect youth with the labor market and employers with youth service providers. The new mission is to coordinate resources to enhance the preparation of youth for successful employment. With this broadened focus, the Youth Council will function as a regional coordination body for youth career service with plans for a Regional Youth Summit.



2004 Milestones:

- The council's Basic Needs Committee, working with DWS and community advocates, developed an easy reference "Need Help" card for customer use. The wallet-size cards list DWS services and contact information. The card was adopted for statewide use in July 2004.
- The council sponsored two Training Provider Fairs, which enabled training providers (schools) to meet with employment counselors and share information on current and new courses, schedules, tuition, and other educational services benefiting DWS customers. Approximately 30 providers and 70 employment counselors attended the fairs. During the year, six new training providers were approved. Additionally, provider outcomes were reviewed to ensure quality training and promote higher customer placement rates.
- A Five-Year Facility Plan supported the closure of a satellite office for day laborers and recommended improvements to the Tooele Employment Center. Currently, the council is addressing the future facility needs in the northwest and southwest areas of the region based on rapid population growth and other demographic information.
- An annual Legislative Reception and Presentation is held to provide elected officials with an overview of DWS and Utah's economy and to discuss DWS' legislative priorities and opportunities for their involvement.

CENTRAL REGIONAL COUNCIL | SALT LAKE | TOOELE

Jon Pierpont, Director, Central Region

Small Business Greg Diven (Chair) | Charles Daud | Douglas Johnston | Jill Merritt | Melva Sine | Steven Rosenberg | Julie Zimmerman | [Large Business](#) Susan Archibeque | Jane Reister Conard | Todd Henriksen | John Hill | Paul Jackson (Vice-Chair) | Louie Silveira | M. Ali Wilkinson | [CBO](#) Karen Silver | Dean Walker | [Public Employee Representative](#) Kevin Schofield | [Organized Labor](#) Ed Armour | Allan Ayoub | [Elected County Officials](#) Kerry Steadman | Gene White | [Public Education](#) Stephen Ronnenkamp | [Higher Education](#) Brent Goodfellow | [Economic Development](#) Dee Dee Darby-Duffin | [Veterans](#) Norman Fitzgerald | [Vocational Rehabilitation](#) Russell Thelin | [Non-Voting Members](#) Linda Fife | Bev Graham | Jon Pierpont | Megan Wiesen |

mountainland regional council

The Mountainland Regional Council on Workforce Services has taken a proactive approach in providing services to customers, and in many instances their efforts reach across the state. Many partnerships throughout the community are in place to ensure the needs of all customers are being met.

2004 Milestones:

- The Business Services Team is the leader in the state in Percent of Job Orders from the Web with over 17 percent. This is a 92 percent increase from last year. The team achieved 100 percent in the Percent of Employers Using the Web, second in the state. In addition, they are currently operating at 97 percent overall accuracy on job orders and worksite learning,



and paid/unpaid internships increased more than 100 percent over 2003. Business Services also saw a 3.5 percent increase in employers served from last year and an 11 percent increase in job orders taken during this same time period.

- The American Fork Employment Center was the pilot center for several different projects including Utah Cares, InfoSource and Basic Computer Skills Class. Staff continually evaluated products giving critical feedback for improvements needed to ensure successful statewide rollout.
- Our staff in Provo are carrying council initiatives forward: the Job Search icon was developed, simplifying the job search process and bringing every resource to one icon and link. Staff at Spanish Fork were involved in educating job seekers about jobs in demand in targeted industries. Partnerships were developed to arm potential employers with labor market information. Presentations were also given at schools and the jail on job searching skills.
- The regional council's Nursing Shortage Task Force partnered with members of the medical community to secure funding for a student cohort class at Utah Valley State College which began this fall. Twenty additional students will be graduating as registered nurses in the year 2006 as a result of this task force partnership. The Eligibility Task Force worked with local government to provide more community outreach to the aged and minority populations as well.
- Mountainland Region implemented an extensive community partnering plan which brought over 50 local agencies together to exchange resource information for our mutual customers, providing approximately 100 presentations in the community during the year.

MOUNTAINLAND REGIONAL COUNCIL | SUMMIT | WASATCH | UTAH

Melissa Finch, Director, Mountainland Region

Small Business Gary Ashby | Marlene Pelham | Tim Dahlin | Paul Magleby | DeAnn Geary | Jeff Lindstrom | [Large Business](#) Ken Walker (Chair) | Deborah Van Leeuwen (Vice-Chair) | Christie Hulet | Darin Peirce | Karen Ritchie | Kelly Liljenquist | Ken Fisher | Karlyn Norton | [CBO](#) Bill Hulterstom | Myla Dutton | [Employee Organizations/Labor](#) Rickie Bryan | [Private/Public](#) | [Elected County Officials](#) Steve White | Bill Young | [Public Education](#) Bill Delaney | [Higher Education](#) Rob Brems | [Economic Development](#) Brad Whittaker | [Veterans](#) Ron Tiffany | [Vocational Rehabilitation](#) Duane Frisby | [Non-Voting Members](#) Melissa Finch | Joe Miner | Larry Ellertson | Darren Fox | Rod Crockett | Julia Mohr |

western regional council

Western Regional Council and DWS service providers continue to embrace the Governor's 1,000 Day Workforce Development Plan. Our council supports "Building Partnerships with Employers, Community Groups, and Education" by participating with various organizations and groups. We augment programs and services to provide educated, skilled and work-ready workers to our employers. We pursue economic development by partnering with individuals and groups to provide employment for our citizens.

2004 Milestones:

- The council's Employer/Marketing Task Force provides guidance and direction for advertising jobs.utah.gov to ensure awareness for both business clients and job seekers. The task force developed a two-sided business information piece especially for our business clients.



- The council and The Spectrum newspaper continue to produce the "Executive Summary," a publication with useful information for business development, human resources and economic information.
- The council continued its program for recognizing outstanding individuals and area businesses/employers for services rendered and for exceeding expectations. A framed certificate is awarded annually to recipients and presented during a council meeting.
- The council chartered a taskforce to focus on the shortage of healthcare workers in the region and is developing partnerships in our vast geographical area to help expand healthcare programs to assist business clients with their needs.
- During 2003, an Inmate Pilot Project was conducted to determine whether inmates attending Job Seeking/Job Keeping Skills Workshops improved their ability to obtain and retain employment when released.
- A WIA Youth Leadership/Citizenship Conference held during the summer at the RockinR Ranch helped 24 youth develop leadership skills, learn from workshops, and participate in peer-mentoring activities related to animal care and other ranch activities.
- "Up-front" services were improved as job seekers and business clients in our employment centers were trained on how to use our online services.

WESTERN REGIONAL COUNCIL | JUAB | MILLARD | SANPETE | SEVIER | BEAVER | PIUTE | WAYNE | IRON | GARFIELD | WASHINGTON | KANE

Jan Thompson, Director, Western Region

Small Business Karen Alvey | Janet Oldham | Wayne Shamo | Chad Johnson | Abe Johnson | Libbie Zenger (Co-Chair) | Dale Peel | Milton Taft | Large Business Larry Pearson | Warren L. Benincosa | Karalee Smith | James English | George Cross | David Kinder | Kristie McMullin (Co-Chair) | Employee Representative Loya Garrett | Vacant | Clients Representative Lis Barker | Vacant | Organized Labor Representative Joe Bernini | Elected County Officials Gene E. Roundy | Craig Greathouse | Doug Peterson | Public Education Brent Judd | Higher Education Rich VanAusdal | Economic Development Glenn Greenhalgh | Veterans Blair Painter | Vocational Rehabilitation Mark Thompson | Non-Voting Members LaVoy Starley | Mike Beacco | Jan Thompson | Rex Dunn | Ex-Officio Joe Christopher |

outstanding performance *WIA youth*

NORTH REGION - Rachel Terry was struggling in school when she came into the WIA Youth Program. Just 15 years old, she was struggling in school and needed work on her math and reading skills. While in the program, she developed better work skills and did such a great job at her work site that she was requested again the following year.



Now 18, Rachel graduated from high school and is attending the Ogden Weber Applied Technology College studying Dental Assisting. She is employed at the Ogden and Utah Schools for the Deaf and Blind. Rachel accomplished all this while being a single mother. She is highly motivated and at times, has to be told to take things one step at a time. Her ultimate goal is to become a dental hygienist. Rachel is an example of how a person can take charge of her life. She has a bright future.

CENTRAL REGION - Leecale Otukolo is an 18-year-old who recently graduated from Horizonte High School with a 4.0 GPA.



Working with his case managers, Lee found employment with UPS and within a month, was recognized as "UPS Employee of the Month." Lee was then offered a full-time position. A new father, Lee plans on taking advantage of the tuition opportunity offered by UPS to get his Associates Degree in computer programming. Lee came into our program as a younger

youth in school who lacked credits to graduate, was basic skills deficient and had been in detention. English is Lee's second language. He is from a family of eight and is the only person besides his sister (also involved in the program) who is working to support the family.

His changing moment came while he was on a subsidized position as the Horizonte Vice-Principal assistant. This gave Lee the confidence and determination that people are given second chances.



EASTERN REGION - At 17, Breanna Lee is very self-driven and has taken responsibility for herself since she was a child. For example, last year her high school gave her the responsibility of providing Christmas gifts for her siblings with money raised by the student body.

Breanna is successful in life due to her good decision making skills. For example, she decided to purchase a business suit instead of a prom dress. This helped her interview for job training positions and she successfully completed business training internships through the WIA program. The mentoring, counseling, and support she received from Vernal DWS counselors were instrumental at a critical point in her life. Breanna continues to set career goals, is enrolled in the Upward Bound Program, and is pursuing scholarships with the goal of earning a college degree.

EASTERN REGION - Jacob Keel enrolled in the WIA Youth Older Youth program to polish his resume, get job experience and a driver's license. A resource student, Jacob earned his high school diploma. He was coached in interviewing and social skills, and Mountain States Motor was willing to train him after he learned the tire repair trade. Jacob



was placed on a WIA Youth Worksite at Mountain States Motor as a tire repairman. He worked 40 hours per week for the 320-hour contract. After his hours were completed he was hired full-time due to his dedication and his willingness to learn the trade. Jacob is currently in Youth Follow-up Services and maintaining his employment.

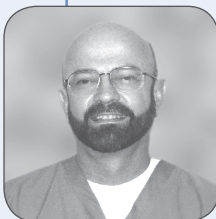
▶ outstanding performance *TANF or WIA dislocated worker*

NORTH REGION - Darrin Kipper applied for supportive services after the company he worked for 20 years closed its business. He was working full-time as a tire buster. Darrin applied for and received Unemployment Insurance (UI) benefits and financial assistance. He enrolled in the welding training program at Bridgerland Applied Technology College and progressed at an accelerated rate. In order to receive a PELL grant, Darrin obtained his GED certificate. Due to the varied benefits Darrin received, he used just one month of financial assistance. Darrin received 17 welding certificates over a five-month period and is currently working full-time for The Metal Shop, Inc. as a welder. Darrin will be getting a raise shortly when he completes his training.

NORTH REGION - Charlotte Bailey applied for the Family Employment Program (FEP) after giving birth to twin boys in August 2002. After assessment, she was enrolled in the Dental Assistant program at the Davis Applied Technology Center (DATC) in March 2003. Charlotte was co-enrolled in FEP training services and WIA Adult. Charlotte worked hard and overcame substantial barriers to be where she is today. She completed the Dental Assistant program at the DATC with her progress measuring at 560 percent, and with perfect attendance. Charlotte obtained employment as a dental assistant before she completed training. As an intern, the dentist hired her full-time and she is now off FEP.



NORTH REGION - After Joseph Parley Edwards was laid off from Dorr-Oliver EIMCO, he applied for Trade Act Services to assist him in re-entering the workforce. He completed training at the Davis Applied Technology College (DATC) in October 2004. Parley's goal is to obtain full-time employment as a Medical Assistant and to perhaps instruct at DATC. Always early and always prepared, Parley's organizational and interpersonal skills made him successful in the WIA Dislocated Worker program. Due to his outstanding performance, the DATC Medical Assistant Director would like Joseph to be an instructor/helper in the program. He will begin his 300 hour Medical Assistant externship with The Heart and Lung Institute in Murray. He also is enrolled in the Radiology Practical Technician (RPT) course and will complete this along with his externship.





EASTERN REGION - Tamra Kappen came into the Roosevelt DWS Office in June of 2002. Recently separated from her spouse, she had two small children and wanted to return to school. Tami participated in the Family Employment Program. She received financial assistance for 26 months. During this time period she obtained her BCT (Business, Computer, Technology) certificate from the Uintah Basin Applied Technology Center, and is continuing her work towards her Accounting Specialty Certificate. Earlier this year, Tami was hired as a WIA temporary worker in the DWS Roosevelt Employment Center helping job seekers, and was then hired full-time as an Employment Counselor due to her abilities and work ethic.



EASTERN REGION - Brandy Taylor is a single mother of three young children and had been on cash assistance intermittently since 1999. She worked part- and full-time to help gain skills and support her family. She now has a full-time job and closed her cash assistance. When Brandy applied for assistance, she was a teenage mother in need of both cash and medical assistance. She received emergency assistance to help with housing and stabilize her situation as well as child care assistance. Brandy works for Mountain West Express, a freight broker, dispatching trucks and finding loads for trucks. She does invoicing and billing. Brandy is being trained on the job and gaining good marketable skills for the future.



MOUNTAINLAND REGION - Crystal Black applied for FEP as an unemployed young mother going through a divorce. Crystal had experience working with disabled individuals as a Residential Trainer and wanted to work with troubled teens and people with disabilities to help them live more productive, comfortable and efficient lives. She attended the Life Management workshops and took classes to renew her certification in CPR, First Aid, OSHA, SOAR and to obtain a food handler's permit. Crystal also

has her Certificate of Completion for Shared Parenting Course for Divorcing Parents. Crystal quickly landed a job with Today's Youth working one-on-one with troubled teens and "tracks" their progress. However, Crystal needed more to be self-sufficient, therefore she obtained a license as a financial agent, and is now also employed at World Financial Group. Crystal balances her time between being a financial advisor, tracking troubled teens and being a single mom.

WESTERN REGION - Bryan Mellor suffered a traumatic brain injury from a motorcycle accident several years ago. Bryan worked as an accountant prior to his injury, but since that time he was not self-supporting and was at a very low skill level. He was struggling to find employment that was self-supporting and yet would allow the necessary patience and training needed for him to be successful.

Bryan was eager to learn and needed additional training resources. Bryan began his training in March 2004 and was soon placed at NAMPAC, a plastic products manufacturing company in an on-the-job training program using WIA funding. He mastered the machine he originally trained on, and has asked to be trained on a new machine, to make him more marketable. Bryan completed his on-the-job training program in September, working hard to learn his new occupation. He has not missed a day of work or even been late. Bryan has now secured affordable housing and has a bicycle for transportation.





outstanding performance *employer*

CENTRAL REGION - UPS, Steve Goodrich, Salt Lake City



Stephen Goodrich is the Workforce Planning Manager for UPS in Utah, Idaho and Southern Nevada. Steve and UPS are one of DWS' allies, offering support for DWS when needed for legislative issues. UPS provides testimonials and write-ups for employer newsletters and other publications. Steve personally serves on various committees and projects, such as the Salt Lake and Tooele Employer Committee, for the past ten years. He served on the Central Regional Council on Workforce Services and now serves on the State Council on Workforce Services as a large employer representative. When asked to lend a hand or speak at a meeting, Steve Goodrich, or a designee, has always quickly replied with a resounding, "Yes, let us know how you want us to help."

For the past 20 years, applicants have applied at UPS through DWS. When the jobs.utah.gov Web site was launched, UPS hosted the event with Utah Governor Michael O. Leavitt and DWS Executive Director Raylene Ireland.

In addition to his work at UPS, Steve serves as a member of the board of directors of the Utah Trucking Association, board of trustee member for the Utah Foster Care Foundation, vice chair of the Utah Highway Patrol Foundation, Transportation Committee member at the Salt Lake Chamber of Commerce and a board member of the Salt Lake Tooele Applied Technology College. Steve was appointed by Governor Leavitt to serve as the state's Private Sector Representative on the CANAMEX Corridor Coalition and as a member of the Governors Motor Carrier Advisory Board.

MOUNTAINLAND REGION - Bear Creek Country Kitchens, Deborah Van Leeuwen, Heber City

Bear Creek Country Kitchens started as a home industry in 1991 providing nutritious, delicious dehydrated gourmet soups and dip mixes. Over the years they enhanced their line with pasta dishes, Freezies, dip mixes, and ready-to-make meals in a box, now carrying over 120 items and are internationally known.



Bear Creek Country Kitchens and its Human Resource Manager, Deborah Van Leeuwen, were nominated because of their interest in their employees and the local business area. Bear Creek has approximately 100 employees and offers equal employment opportunities, works with the minority population, and provides community information to staff to improve their skills, abilities, and language. They are also a family-friendly company.

Deborah is a member of the Mountainland Regional Council and is actively involved in the Diversity Task force. She is active on the MATC Regional Board, in the Wasatch High School PTA and other community groups. She works with DWS to fill vacancies, discusses needs with the local employment center manager and seeks suggestions for community and employment activities. Deborah worked with DWS Business Services to resolve employment issues earlier this year and is a good example of how employers and DWS can work together.

WESTERN REGION - NAMPAC and Shilo Bohn, Cedar City

Shilo Bohn is the Human Resource Director at NAMPAC, a plastic products manufacturing company in Cedar City that produces injection-molding products such as buckets, pails and miscellaneous containers. NAMPAC has been in business over 60 years. NAMPAC sought information on wages, local labor market, demographics and education levels when originally relocating to Cedar City. DWS assisted with efficient hiring and establishment of their workforce. Shilo frequently attends the monthly seminars held for employers.



Having NAMPAC in our community increased our local workforce skill level and provides job opportunities. Prospective employers, looking to relocate to Cedar City, are often referred to NAMPAC, to obtain input and information regarding their experience in relocating to Cedar City. NAMPAC works closely with DWS in the development of several on-the-job training positions. They provide family sustaining wages, including benefits, and promote teamwork in a family-friendly business. Incidentally, NAMPAC was instrumental in Bryan Mellor's (profile on page 28) positive on-the-job training experience.



leading *solutions*

DWS was recognized for setting a national standard in providing equal opportunity and access to all programs and services for all customers.

workforce *solutions*

Using their own personal leave, DWS Deputy Directors Darin Brush and James Whitaker along with David Ostrom and Bill Bridge, partnered with the Department of Labor in launching the first employment center in the kingdom of Jordan.

state council on workforce services

The vision for an integrated workforce services in a system of one-stop employment centers has become a reality. Utah's workforce development system is an effective network of services and programs targeted at improving the state's workforce through productivity, employment, earnings, and customer satisfaction. We continued this year, as we will the next, to refine and improve the system after which many states are modeling theirs.



- In March, Ken Walker, Chair of the Business Services and Marketing Committee of the State Council on Workforce Services, and colleagues from Washington State presented the results of a seven state consortium's business marketing plan for continued promotion of business services to employers at the National Association of Workforce Boards (NAWB) Conference in Washington D.C.
- Another significant 2004 event for the council occurred in July when we welcomed Kevin Crandall as the new Chair and bid farewell to Randy Emery, State Council Chair for the last five years and charter member for seven years.
- In October, the council approved amending our state plan to add an Incumbent Worker Training program. Policy and procedures are now being developed.

STATE COUNCIL ON WORKFORCE SERVICES | [Kevin Crandall, Chair](#)

Large Business Kevin Crandall | Stephen Goodrich | Stan Lockhart | Darris Howe | **Small Business** Shawn Potter | Linda P. Walton | Jan M. Zogmaister | Rhett M. Roberts | **CBO** Bill Crim | Richard K. Winters | **Employee Organizations/Labor** Allan Ayoub | Susan McAllister | Audry Wood | Richard Thorn | **Higher Education** Richard E. Kendell | **Veterans** Frank Maughan | **Office of Rehabilitation** Blaine Petersen | **Public Education** Patti Harrington | **Region Council Chairs** Evan Maxfield | Pamela Clark | Tim Gwyther | Kristie McMullin | Mark Raymond | Ken Walker | Libbie Zenger | Greg Diven | **Non-Voting Ex-Officio Members** Representative David Hogue | Raylene G. Ireland | Robert L. Haywood | Dr. A. Richard Melton | David Harmer | **Non-Voting Invited Cooperative Partners** Clark Woodger | Annabel Sheinberg | Chair Emeritus Randy Emery | **Chairs Emeritus of the Regional Councils on Workforce Services** Jane Reister Conard | Keith Gillins | Kevin Crandall | Kathleen W. Alder | Lana Powell | Norman Johnson | Irene Hansen | Karen Alvey |

workforce investment act

Evaluations of WIA

Workforce Services conducts a variety of audits as determined by the DWS Executive Director or the Governor. In an effort to meet the statutory requirements of various funding sources, and to minimize risk and liability to DWS and the state, an Internal Audit Group was established.

The primary purpose of the Internal Audit Group is to assist management in administering their responsibilities related to program compliance and fiscal integrity. The Internal Audit Group is authorized to direct a broad, comprehensive program of internal auditing within DWS. Internal audits examine and evaluate the adequacy and effectiveness of management control systems required by the various funding sources within DWS.

Internal Audit's involvement with WIA during 2003 came from the employment center reviews and the follow-up review to the State of Utah Auditor office single audit. Internal Audit provided assistance, advice, correction and rebuttal to the State of Utah Auditors office for their single audit review of the WIA program. This includes:

- Pell Application requirements
- Citizenship verification
- Income verification
- Customer's ability to obtain suitable employment
- Core and Intensive service requirements are met before training is provided
- Support for training from labor market information (occupation in demand)
- Appropriateness and need
- Monitoring
- Selective Service
- Time and dollar limits are adhered to

From this involvement Internal Audit saw improvement in DWS' case management of WIA. Some of the specific areas that DWS showed impressive improvement include: Citizenship, Selective Service, and Pell. Many offices and regions are developing creative processes based on previous training case management practices. These new processes are increasing the accuracy for training cases as well as expediting the product to the customer.

allocation of resource and costs in relation to performance

Utah served 256,041 customers in core services during program year 2003. All 4,576 WIA customers received at least one core service.

To appreciate the cost of workforce investment activities (which Utah refers to as Objectives) in relation to the effect on performance, please refer to the table at the right. The table reflects the number of WIA customers served by funding stream. The Objectives outlined include a variety of services. For example, the objective titled Assessment would include services such as, Initial/Comprehensive Assessment, Formal Assessment, Problem Solving Assessment, Non-Participation Assessment, and DWS Social Worker Assessment.

PY03 WIA Service Counts by Achievement Objectives

Achievement Objective (Service Category)	Total Services	WIA Adults	WIA Dislocated Worker	WIA Youth
Assessment	1020	424	529	67
Basic Education	441	122	80	239
Employment-Related Education	3424	1498	1821	105
Intensive Employment Services	35	29	5	1
Job Search Assistance	1036	535	409	92
Life Skills	376	236	36	104
Partner Programs	118	65	24	29
Supportive Services	1330	872	346	112
Treatment	275	229	21	25
Work Site Learning	237	128	61	48
Youth Services	3863	25		3838

Cost of Program Activities

Program Activity	Total Federal Spending	Average Cost Per Activity (Objective)
Adults	\$2,769,896	\$ 665
Dislocated Workers	4,711,893	1414
Youth	3,760,870	807
Rapid Response	255,066	
Statewide		
Required Activities	\$1,440,057	
Miscellaneous	328,909	
Incumbent Worker	64,031	
Local Youth Activities	13,230	
Total of All Federal Spending Listed Above	\$13,343,952	

utah's wia performance indicators

Program Accountability

WIA requires that 17 performance measures be applied to the adult, dislocated worker and youth programs. For 12 of these measures, WIA requires the use of Unemployment Insurance (UI) wage record data to determine employment and earnings outcomes after exit. These measures apply to customers who received services (other than self-service and informational activities) and exited WIA from April 1, 2002 through June 30, 2004.

table a | wia customer satisfaction results

Participants	Negotiated Performance Level	76.8	76.8
Employers	Actual Performance Level	70.0	76.0
	Surveys Completed	909	525
	Eligible for Survey	2,033	10,269
	Number in Sample	1,241	685
	Response Rate	73.2%	76.6%

table b | outcomes for adults

Negotiated Performance Level	Entered Employment Rate	68.0%	59.3%	331	558
	Employment Retention Rate	81.1%	82.5%	471	571
Actual Performance Level	Earnings Change in Six Months	\$2,800	\$3,364	\$1,920,725	571
Numerator	Employment and Credential Rate	55.0%	52.2%	371	711
Denominator					

table c | outcomes for adult special populations

	Public Assistance Recipients		Veterans		Individuals With Disabilities		Older Individuals	
Entered Employment Rate	56.8%	104 183	60.0%	15 25	61.6%	45 73	53.8%	7 13
Employment Retention Rate	75.9%	145 191	66.7%	16 24	81.5%	44 54	71.4%	6 8
Earnings Change	\$2,787	\$532,223 191	\$2,395	\$57,489 24	\$2,025	\$109,361 54	\$862	\$1,615 8
Employment & Credential Rate	47.6%	108 227	48.5%	16 33	59.6%	53 89	50.0%	7 13

table d | other outcome information for the adult program

	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
Entered Employment Rate	60.4%	320 530	39.3%	11 28
Employment Retention Rate	83.7%	446 533	65.8%	25 38
Earnings Change in Six Months	\$3,388	\$1,805,653 533	\$3,028	\$115,072 38

table e | dislocated worker program results at-a-glance

Negotiated Performance Level	Entered Employment Rate	76.0%	72.2%	607	841
	Employment Retention Rate	87.7%	86.4%	567	656
Actual Performance Level	Earnings Replacement in Six Months	88.0%	73.6%	\$7,232,800	\$9,828,454
Numerator	Employment and Credential Rate	60.0%	65.9%	490	744
Denominator					

table f | outcomes for dislocated worker special populations

	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	59.2%	61 103	73.6%	67 91	56.7%	38 67	71.4%	5 7
Employment Retention Rate	80.0%	60 75	85.7%	60 70	80.9%	38 47	100.0%	6 6
Earnings Replacement Rate	59.4%	\$792,975 \$1,334,435	66.1%	\$697,964 \$1,056,068	48.9%	\$438,976 \$897,850	96.5%	\$43,669 \$45,260
Employment & Credential Rate	52.8%	47 89	67.9%	55 81	52.6%	30 57	71.4%	5 7

table g | other outcome information for the dislocated worker program

		Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services
Entered Employment Rate	73.3%	545 744	63.9%	62 97
Employment Retention Rate	87.8%	505 575	76.5%	62 81
Earnings Replacement Rate	76.2%	\$6,382,943 \$8,377,708	58.6%	\$849,857 \$1,450,746

table h | older youth results at-a-glance

	Negotiated Performance Level	Actual Performance Level	numerator denominator
Entered Employment Rate	65.0%	73.8%	45 61
Employment Retention Rate	80.8%	88.2%	45 51
Earnings Change in Six Months	\$2,400	\$3,059	\$156,003 51
Credential Rate	45.0%	64.6%	53 82

table i | outcomes for older youth special populations

	Public Assistance Recipients		Veterans		Individuals With Disabilities		Out-of-School Youth	
Entered Employment Rate	85.7%	6 7	100.0%	1 1	66.7%	4 6	73.1%	38 52
Employment Retention Rate	100.0%	3 3	-	0 0	100.0%	5 5	90.9%	30 33
Earnings Change	\$3,128	\$9,385 3	-	\$0 0	\$1,014	\$5,072 5	\$3,145	\$103,772 33
Credential Rate	75.0%	9 12	100.0%	1 1	66.7%	6 9	64.3%	45 70

table j | younger youth results at-a-glance

	Negotiated Performance Level	Actual Performance Level	numerator denominator
Skill Attainment Rate	89.0%	86.4%	977 1,131
Diploma or Equivalent Attainment Rate	51.0%	64.5%	147 228
Retention Rate	55.0%	70.7%	130 184

table k - outcomes for younger youth special populations

	Public Assistance Recipients		Individuals With Disabilities		Out-of-School Youth	
Skill Attainment	82.6%	185 224	85.3%	238 279	83.1%	206 248
Diploma Attainment	62.9%	22 35	67.2%	39 58	42.1%	24 57
Retention Rate	53.6%	15 28	66.7%	30 45	65.9%	54 82

table l | other reported information

	12 Month Employment Retention Rate		12 Month Earnings Change/ Replacement Wage Rate		Nontraditional Employment		Entry Wages For Those Entering Employment		Training Related Employment for Training Completers	
Adults	77.2%	473 613	\$3,045	\$1,866,797 613	5.7%	19 331	\$3,628	\$1,201,005 331	43.4%	139 320
Dislocated Workers	82.9%	548 661	74.3%	\$7,182,093 \$9,660,758	4.6%	28 607	\$5,813	\$3,528,500 607	47.7%	260 545
Older Youth	79.2%	42 53	\$3,160	\$167,467 53	4.4%	2 45	\$2,125	\$95,640 45		

table m | participation levels

	Total Participants Served	Total Exiters
Adults	1,463	678
Dislocated Workers	1,333	719
Older Youth	498	129
Younger Youth	1,282	507

table n | cost of program activities

Program Activity	Local Adults	\$2,769,896
Total Federal Spending	Local Dislocated Workers	4,711,893
	Local Youth	3,760,870
	Rapid Response (up to 25%) 134 (a) (2) (A)	255,066
	Statewide Required Activities (up to 15%) 134 (a) (2) (B)	1,440,057
	Statewide Allowable Activities 134 (a) (3)	
	Miscellaneous	\$328,909
	Incumbent Worker	64,031
	Local Youth Activities	13,230
	Total of All Federal Spending Listed Above	\$13,343,952

table o | summary of participants

Local Area Name: Utah Department of Workforce Services

ETA Assigned Number: 49050

Total Participants Served	Adults	1,463
	Dislocated Workers	1,333
	Older Youth	498
	Younger Youth	1,282
Total Exiters	Adults	678
	Dislocated Workers	719
	Older Youth	129
	Younger Youth	507

Customer Satisfaction	Program Participants	76.8	70.0
	Employers	76.8	76.0
Entered Employment Rate	Adults	68.0%	59.3%
	Dislocated Workers	76.0%	72.2%
	Older Youth	65.0%	73.8%
Retention Rate	Adults	81.1%	82.5%
	Dislocated Workers	87.7%	86.4%
	Older Youth	80.8%	88.2%
	Younger Youth	55.0%	70.7%
Earnings Change/Earnings Replacement in Six Months	Adults	\$2,800	\$3,364
	Dislocated Workers	88.0%	73.6%
	Older Youth	\$2,400	\$3,059
Credential/Diploma Rate	Adults	55.0%	52.2%
	Dislocated Workers	60.0%	65.9%
	Older Youth	45.0%	64.6%
	Younger Youth	51.0%	64.5%
Skill Attainment Rate	Younger Youth	89.0%	86.4%

Negotiated Performance Level

Actual Performance Level

	Met	Not Met	Exceeded
Overall Status of Local Performance	8	0	9



department of workforce services
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